

DEPARTMENT OF ACCOUNTING AND GENERAL SERVICES
ANNUAL REPORT ON GOALS, OBJECTIVES AND POLICIES

January 2006

Program ID/Title: AGS-889/Spectator Events & Shows/Aloha Stadium

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I. Goals

A. Administrative Services Branch

Continuing commitment to cost efficiency and productivity.

B. Engineering and Maintenance Branch

To provide a facility that is safe, clean and comfortable for conducting sporting and recreational events.

C. Box Office Branch

Continued effort to improve ticket selling services for the general public, as well as, enhancing internal controls and efficiency of box office operations.

D. Security Branch

Ensure the safety of licensees, participants and spectators; ensure the security of the facility against vandalism, theft and trespassing; and continue awareness and education of potential terrorist-type activity.

E. Events Branch

Continue to provide events in a pleasant, safe and enjoyable environment.

II. Objectives and Policies

A. Administrative Services Branch

1. Computerization and automation of program functions to increase productivity and reduce costs.
2. Review Rules and Regulations of the Stadium Authority.
3. Review contracts and bid documents to ensure maximizing revenues to agency.

B. Engineering and Maintenance Branch

1. Implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
2. Implement capital improvement projects to ensure facility conformance with current health, safety and operational requirements.

C. Box Office Branch

1. Continuing to implement computerization and automation of various daily tasks to increase productivity and reduce costs.
2. Continuing to update box office policies and procedures.
3. Increase ticket distribution points and methods by which customers may purchase tickets to increase ticket sales.

D. Security Branch

1. Improve security and emergency procedures and to include education and training on terrorist-type concerns.
2. Increase awareness of the Americans with Disabilities Act policies to prevent any discriminatory issues from arising.
3. Train the current contract security on all of the procedures and rules associated with the stadium and additional training in recognizing suspicious persons, vehicles and items in relationship to terrorism.
4. Emphasize customer service policies while enforcing the Rules and Regulations of the Stadium Authority.

5. Maintain and improve working relationships and communications with other law enforcement agencies and maintain updated information on Homeland Security and terrorist alerts.
6. Maintain informational relationships with the "street element" to be in position to receive advance notice of potential problems at the stadium to include gang fights, graffiti, theft, vandalism, auto break-ins, etc.

E. Events Branch

1. Continue training of events personnel in customer service.
2. Continue evaluating events personnel to insure they meet the standards of Events Branch.
3. Continue briefing of events personnel before major events, to insure information needed to serve our customers are understood by all events personnel.
4. Provide latest safety equipment and training to events personnel.
5. Provide latest communication equipment to events personnel.
6. Continue to plan, operate, critique with licensees to hold successful events.
7. Create and monitor "Family Zone" at University of Hawaii Football games.

III. Action Plan with Timetable

A. Administrative Services Branch

1. Past Year Accomplishment
 - a. Reviewed and completed assessment of program functions to assess feasibility of computerizing program functions. This is an ongoing activity.

Results: Installation of new system hardware and cabling of administrative offices.

- b. Reviewed Rules and Regulations of the Stadium Authority. This is an ongoing activity.

Results: Change to Rules and Regulations of the Stadium Authority included amending the section on rental payments made by the National Football League (NFL) for Pro Bowl events.

- c. Reviewed contracts and bid documents to ensure maximizing revenues to agency. This is an ongoing process.

Results: Revised bid specifications for Marketing and Advertising of Aloha Stadium Contract.

- d. Reinstated funding for cabling, computer hardware, ticketing and telephone systems that were incorrectly funded by previous legislature.

2. One Year

The above-mentioned objectives and policies are ongoing projects and will be performed on a continual basis.

3. Two Years

The above-mentioned objectives and policies are ongoing projects and will be performed on a continual basis.

4. Five Years

The above-mentioned objectives and policies are ongoing projects and will be performed on a continual basis.

B. Engineering and Maintenance Branch

1. Past Year Accomplishment

- a. Repair damage at sidewalks and paved parking areas.

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- b. Install parking lot curbs and tire chocks.
- c. Repair deteriorated utility systems.
- d. Restore non-skid coatings at walkways, stairs, and seating areas.
- e. Restore deteriorated surface coatings at structural steel members and sidings.
- f. Repair deteriorated and/or damaged spectator seats.
- g. Repair damaged decking at the lower level concourse.

2. One Year

- a. Implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
 - 1) Throughout year, assess condition of the facility, and based on this assessment, develop list of repair and maintenance projects.
 - 2) Within one year of identifying repair and maintenance requirement, implement projects to remedy them.
 - 3) Throughout year, perform scheduled emergency repair and maintenance work to rectify health, safety, and/or operational deficiencies.
 - 4) Within year, develop list of capital improvement projects needed to ensure safe operation of the facility.
 - 5) Within one year of identifying capital improvement program requirements, initiate steps to obtain authorizations and budgets to implement needed projects.

- b. Improve landscaping at various locations within the stadium complex.
- c. Repave and improve Lower Halawa Parking Lot.

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- d. Install new spectator seats.
- e. Improve administrative office space.

3. Two Years

- a. Implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
- b. Repave Preferred Parking areas.
- c. Install new spectator seats.

4. Five Years

- a. Implement repair and maintenance programs and projects to minimize facility deterioration caused by normal wear and aging.
- b. Repave Circulation Road.
- c. Install new spectator seats.
- d. Repair steel structural members and surfaces damaged by corrosion.

C. Box Office Branch

1. Past Year Accomplishment

- a. Presently sharing in the use of the University of Hawaii's computerized ticketing system. This will improve ticket selling services for the general public and tighten internal controls and efficiency of box office operations.

- b. Have automated various daily tasks.

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- c. Box office policies and procedures have been updated to reflect changes in procedures with the University of Hawaii's computerized ticketing system.
- d. Presently using University of Hawaii's outlets to make it convenient for general public to purchase tickets for all University of Hawaii football games as well as other events sponsored by the University of Hawaii.

2. One Year

- a. Computerization and automation of various daily tasks to increase productivity and reduce costs.
 - 1) Continuing to review and analyze various daily tasks within the next six months.
 - 2) Will continue to recommend to stadium management how various daily tasks can be improved and/or enhanced.
- b. Continue to update box office policies and procedures.

Update policies and procedures within the next year to reflect changes in using UH's computerized ticketing system.
- c. Increase ticket distribution points and methods by which customers may purchase tickets to increase ticket sales.
 - 1) Completion will depend on when the Memorandum of Understanding with UH is fully executed. Working in conjunction with the University of Hawaii, new ticket outlets will be introduced to help customers purchase tickets. A gateway has been established for people to

purchase tickets using the internet. This has helped to generate additional revenue for our agency.

D. Security Branch

Projects are ongoing and continuous.

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1. Past Year Accomplishments

- a. Met with various agencies to address homeland security concerns.
- b. Attended and completed training sessions in Terrorist Intelligence, Operational Communications and Crisis, Civil Defense Bioterrorism Planning, Pacific/Asia Homeland Security Summit & Expo, Risk Management Classes, and Federally-sponsored terrorist training exercises.

and to develop procedures for responding to various security scenarios.

- b. Established direct contacts with State Civil Defense, Hawaii National Guard, Honolulu Police Department, Federal Bureau of Investigation, Honolulu Fire Department, emergency medical services and Sheriff's Department to include names and communication access to facility security and disaster responses.

2. One Year

Continue with on-going projects related to homeland security and securing facility during events and non-event hours.

3. Two Years

Given adequate budget funding, develop surveillance camera system network for key entry and vantage points of facility. Evaluate previous year and adjust goals and objectives as is necessary.

4. Five Years

Installation of surveillance equipment. Evaluate previous year and adjust goals and objectives as is necessary.

E. Events Branch

1. Past Year Accomplishment

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- a. Provided events personnel training in customer service by professional instructors.
- b. Reviewed and augmented briefing program for parking attendants, ushers and scoreboard personnel.
- c. Reviewed and assessed safety programs at venue.
- d. Purchased hearing impaired equipment to improve our customer service.
- e. Produced additional Public Service Announcements for PA Announcers and Scoreboard.
- f. Planned and/or operated successful events this past year with UH, Pro Bowl, Hawaii Bowl, ILH, OIA, HHSAA and many other licensees.
- g. Revised Employee & Policy handbook.
- h. Trained events personnel on Emergency and Evacuation Procedures.
- i. Reviewed program functions that were manually accomplished, automated functions where possible and as budget permitted.
- j. Where applicable provided training for non-events staff in customer service and assistance.
- k. Plan for possible alcohol ban in the parking lot prior to UH football games.

- l. Redistributed number of turnstiles at gates to accommodate customer flow.

2. One Year

- a. Continue review of existing and available equipment to improve the efficiency of Events Branch.

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- b. Continue to train events personnel in customer service and assistance. Where applicable, extend training to entire stadium staff.
- c. Continue to plan and operate events at Aloha Stadium with licensees and enhance relationships with licensees.
- d. Continue to revise and upgrade Employee & Policy handbook.
- e. To ensure the safety of the public, participants and staff, continue to review, refine and upgrade Emergency Response Plan and Evacuation Procedures.
- f. Continue to review existing operational procedures for various types of events to enhance service to our licensees while reducing costs to our private sector partners (licensees).
- g. Continue to foster inter-agency cooperation with Department of Transportation, Honolulu Police Department, etc. to enhance service and security for the public and licensees.

3. Two Years

- a. The above-mentioned items are ongoing projects and will be performed on a continual basis.

4. Five Years

- a. The above-mentioned items are ongoing projects and will be performed on a continual basis.

IV. Performance Measures

A. Administrative Services Branch

1. Customer Satisfaction Measure

- a. Computerization and automation of program functions to increase productivity and reduce costs.

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During past legislative session, funding to purchase computers and to connect both North and South sections of the facility were granted. This should enhance communication between sections of the program that are physically located in separate areas of the facility. Networking will eliminate the necessity of manually duplicating manifests and other documents while shortening time it takes to convey changes in operational plans, etc. Project should be completed by late 2005.

- b. Review of Rules and Regulations of the Stadium Authority.

Amendment to Rules and Regulations of the Stadium Authority was critical to meet contractual obligations between the NFL and the State of Hawaii in retaining the Pro Bowl.

- c. Review of contracts and bid documents to ensure maximizing revenues to the agency.

The total number of bidders on the Aloha Stadium Swap Meet remained the same. However, the offers tendered and proposals submitted were substantively of higher quality and very competitive. This was a marked improvement over the previous bid. The Stadium Authority is hopeful that additional revenues will be generated under the new management team.

2. Program Standard Measure

Program standards comparable to private sector will be developed and monitored. Areas of concern will be corrected through established response procedures.

3. Cost Effectiveness Measure

- a. Computerization and automation of program functions to increase productivity and reduce costs.

Only internal changes will be implemented. Communication between branches and sections should increase thereby reducing costs and errors.

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- b. Review of Rules and Regulations of the Stadium Authority.

Amendment will result have no measurable impact on revenues as previous contracts with the NFL precluded charging rent for the Pro Bowl. However, with the change in the amendment, a new five-year contract between the State of Hawaii and the NFL was made possible. This should result in continued revenue stream from event.

- c. Review of contracts and bid documents to ensure maximizing revenues to the agency.

Changes in Aloha Stadium Swap Meet specifications will save a least 8 hours of payroll entry time per payroll period as payroll distribution time, processing of worker's comp claims, etc. Under new contract specifications, many functions previously performed by program have been turned over to management company.

B. Engineering and Maintenance Branch

1. Customer Satisfaction Measure

During non-event periods, an ongoing telephone information and complaint program will be used to monitor customer satisfaction. During events, staff reports received directly from customers will be used. Any

areas of concern identified through this program will be immediately addressed.

2. Program Standard Measure

Standards comparable to private sector will be developed and monitored through internal staff inspections. Areas of concerns will be corrected through established response procedures.

3. Cost Effectiveness Measure

When possible, private sector costs will be obtained to determine the cost effectiveness of the program. Annual costs will be monitored and any

significant variance in expenditures will be evaluated and corrective measures implemented as needed.

C. Box Office Branch

1. Customer Satisfaction Measure

No complaints were received from the public on upgrading of the ticketing system.

2. Program Standard Measure

Service provided is current with industry standards.

3. Cost Effectiveness Measure

Purchase of new computerized ticketing system is costly and no effective measure on benefits is available at this time. However, without this purchase, there would be an appreciable decrease in service to the public.

D. Security Branch

1. Customer Satisfaction Measure

Number of complaints received from the public regarding security measures were considerably fewer than previous year as the public became more familiar with increased security measures taken as a result of 9-11. Program did not receive any complaints from other agencies regarding joint-task operations.

2. Program Standard Measure

Security services provided to the public are consistent with those for other large public-sector facilities. Input from other agencies have not indicated any lacking in procedures or policies.

3. Cost Effectiveness Measure

There has been an increase in cost associated with heightened security measures. However, this increase was expected. Most of the costs have been passed onto the licensees as the cost of doing business in large spectator areas. This is consistent with other large facilities across the nation.

E. Events Branch

1. Customer Satisfaction Measure

Positive feedback from customers has outweighed the negative feedback of our events personnel.

2. Program Standard Measure

None available.

3. Cost Effectiveness Measure

Training and purchase of equipment has been costly, no effective measurement of benefit is available except for feedback from customers and their attendance to events.